

NATIONAL CAPACITY BUILDING FOR THE IMPLEMENTATION OF THE THREE ONES PRINCIPLES IN UKRAINE

INCEPTION PHASE REPORT

Executive Summary

More than twenty-five years after the start of the AIDS epidemic, innumerable national strategies and approaches have been advocated and implemented in response to the epidemic. In order to synthesize successful models into practice, an international working group developed a set of three guiding principles for optimizing the use of resources and improving the country-level response to AIDS as follows:

- *One agreed AIDS action framework that provides the basis for coordinating the work of all partners;*
- *One national AIDS coordinating authority, with a broad-based multisectoral mandate; and*
- *One agreed country-level monitoring and evaluation system.*

In April 2004, the Consultation on Harmonization of International AIDS Funding — bringing together representatives from governments, donors, international organizations and civil society — endorsed these “Three Ones” principles, and called on UNAIDS to act as facilitator and mediator in efforts to realize these principles at the national level.

Following the adoption of the Three Ones principles at the international level, there remain significant barriers to their practical implementation at the national level. In order to address these barriers in countries either at critical stages of the epidemic where accelerating their AIDS response is urgent and/or at critical stages of developing their national AIDS response, the UNAIDS Secretariat identified a series of 12 priority countries, including Ukraine, for rapid adherence to the “Three Ones” Principles.¹

With Ukraine facing the most severe AIDS epidemic in Europe, there is an urgent need to translate these principles into practice. In June 2005, UNAIDS established a partnership with the UK’s Department of Foreign and International Development (DFID) to provide priority assistance in support of the Three Ones in Ukraine. As part of the “Three Ones Initiative in Ukraine,” the UNAIDS Secretariat conducted a detailed analysis of the status, challenges and priorities facing the Three Ones in Ukraine. This situation analysis, included as an Annex to this report, represents the first comprehensive assessment ever completed on these issues in Ukraine, and provides a summary of the status of the “Three Ones” principles in Ukraine as of mid-2006.² This report builds on the findings of this assessment, as well as the results of the extensive stakeholder feedback to identify the imminent challenges facing the Three Ones in Ukraine, and as opportunities for overcoming these challenges. Finally, the report identifies specific activities that will be implemented by the UNAIDS Secretariat as part of the “Three Ones Initiative in Ukraine.” Supported by the analysis in report and feedback from key national stakeholders, these activities aim to make a decisive contribution to the practical implementation of the Three Ones in Ukraine during the duration of the Project until September 2007.

The key findings of the assessment are as follows:

Applying the ‘First One’ principle: one agreed national AIDS action framework

¹ The list of Three Ones priority countries include Ethiopia, Haiti, India, Indonesia, Kenya, Malawi, Mali, Mozambique, Tanzania, Ukraine, Viet Nam and Zambia. The “Three Ones” in action: where we are and where we go from here; p.8.

² See Annex 1: Status and Imperatives for the “Three Ones” in Ukraine: Translating Principles into Results,.

As of mid-2006, the following are some of the key challenges identified as priorities for the implementation of one agreed national AIDS action framework in Ukraine:

- *Lack of budgeted work plans of various partners consistent with national commitments and priorities*, which inhibit the activities and resources of external partners to support the achievement of results defined by the National AIDS Strategy.
- *Ensure consistency and the integrity of strategic and operational planning related to HIV/AIDS* at every level of legislative and executive power to address contradictions / inconsistencies between legislative and executive structures in an effective national response to AIDS.
- *Implement mainstreaming of AIDS into targeted governmental programmes* in order to address the potential risk and impact of AIDS on various aspects of national social and economic development
- *Revise the National AIDS Strategy and Programme* in order to reflect current needs, scale and character of the epidemic.
- *Strengthen the legal status of the National Programme into a general state national programme*, which would raise its legal status, and will ensure funding and support for the programme at national, regional and local levels.

Applying the ‘Second One’ principle: one agreed national AIDS authority

The assessment also identified a series of priorities that are required to strengthen the implementation of one agreed national AIDS authority in Ukraine, some of which include:

- *Enhance national leadership in and commitment to strengthening the NCC as the one agreed national AIDS authority*, with the capacity to manage the national AIDS programme in an effective manner.
- *Widen representation of stakeholders groups in National Coordination Council for HIV/AIDS (NCC)* to strengthen its mandate as the one national AIDS authority.
- *Harmonize the mandate, terms of reference and decision making procedure of the NCC* to ensure clear and specific role and responsibilities for the NCC.
- *Revitalize the NCC Secretariat as the implementation body of the NCC*, ideally through its integration with the newly established State Committee on HIV/AIDS, Tuberculosis and Drug Control, and thus enhance its capacity and ensure its sustainability.

Applying the ‘Third One’ principle: one national monitoring and evaluation system

The following are some of the key problems identified by the assessment as priorities for the implementation of one national monitoring and evaluation system in Ukraine:

- *Support the establishment of a national M&E entity* to coordinate monitoring and evaluation of all national HIV/AIDS activities
- *Establish a formal national M&E reference group* for coordination of national M&E activities
- *Revise and update one national multi-sectoral M&E plan*, to be endorsed by major stakeholders
- *Strengthen and enhance system for AIDS resource tracking and spending assessments*

These and other priorities for strengthening the Three Ones in Ukraine were specifically identified as priorities by the assessment conducted during the Inception Phase of this Project. Many of these issues were further reinforced as priorities by national partners as a result of the Project’s stakeholder assessments. While this Project does not purport to command the time or the resources to address all of these objectives, UNAIDS encourages the extensive use of the results of the situation assessment as a list of issues that warrant attention from all partners that are committed to supporting the Three Ones in Ukraine. Informed by the results of the stakeholder assessment, however, the Project has identified only a select number of these priorities as objectives under this Project, as described below.

The core report is divided into following nine sections:

Section 1: Project Background, provides detailed information about the background of the Project, and specifies the main outputs of the project. Since the signing of the Project MOU, extensive changes in the political landscape have had a profound impact on the prospects for the short-term implementation of the Three Ones in Ukraine. Despite these changes, the Project adheres to the original outcomes, which are expected to be:

- strengthened capacity of a national AIDS coordination authority with broad based multisectoral support and technical capacity for co-ordination, planning, programme management and financial management, monitoring and evaluation, resource mobilization, financial tracking and strategic information management;
- strengthened national HIV and AIDS framework that are prioritized, costed with workplans and targets;
- strengthened capacity of the UNAIDS country office able to effectively promote and contextualize the "Three Ones" principles in Ukraine; and
- enhanced partnership and capacity of government and civil society to ensure meaningful engagement of people living with HIV and civil society organizations in the application and implementation of the Three Ones in Ukraine.

Based on the results of the inception phase and the priorities identified as activities under this Project, UNAIDS is confident that the Project will make substantial progress towards the full achievement of these objectives.

In Section 2, the report outlines the overall challenges and opportunities for implementation of the Three Ones in Ukraine. Some of the political developments since the start of the Project's inception phase include the issuance of a Presidential Decree recognizing the NCC as the 'one national coordinating authority for HIV/AIDS in Ukraine,' the formal establishment of a State Committee on HIV/AIDS, Tuberculosis and Drug Control within the Ministry of Health, the suspension of the \$60M Ukraine TB and HIV/AIDS Control Project, supported by a loan from the World Bank, and the NCC's submission of an ambitious proposal for HIV/AIDS to the Global Fund's 6th Round Call for Proposals. These and other developments have also served to enhance the importance of the Three Ones as prerequisites to further progress in the national response to AIDS.

Section 3 outlines the Project's Risk Mitigation Framework. This framework focuses on the paramount political risks, which include:

- Turbulent environment in the newly elected Parliament and new coalition Government, which risks to detract attention of senior politicians and Government officials
- Potential competitive relationships between NCC and the MoH's State Committee on HIV/AIDS, Tuberculosis and Drug Control

This section also outlines the measures the Project will undertake to mitigate these risks. It is expected that these and other risks will continue to create obstacles of the Project. However, it is not expected that any of these risks will seriously undermine the Project's prospects to pursue some, if not all of its key objectives.

In Section 4, the report details the role and added-value of the UNAIDS Secretariat as the implementation agent for this Project. Based on the results of the extensive process of consultation with key national partners, the UNAIDS Secretariat in Ukraine has secured unequivocal support from the government, civil society, UNAIDS cosponsors and other international donors to lead in the process of implementation of Three Ones. As requested by DFID, this section of the report outlines the organizational capacity of UNAIDS to manage the Project. This section also outlines the results of the 'institutional self-assessment of UNAIDS country team,' which explicitly substantiates the capacity of UNAIDS Ukraine to facilitate the implementation of this Project.

Section 5 describes the extensive process of consultation with governmental, non-governmental and other stakeholders to solicit feedback on the Three Ones during the inception phase. This inception report, and the proposed direction of the Three Ones Project is based on the status and imperatives for strengthening the Three Ones principles, as determined by the following key assessments:

Previous Assessments on “Three Ones” Principles in Ukraine

In May 2005, UNAIDS conducted a rapid assessment of “Coordination Mechanisms for Responding to the HIV/AIDS Epidemic in Ukraine.” This assessment, which was supported by DFID and endorsed by the Ministry of Health of Ukraine, analyzed the different types of structures for coordination of HIV/AIDS in Ukraine. The assessment was critical in facilitating the establishment of the NCC, based on the ‘Three Ones,’ as the one coordinating authority for HIV/AIDS in Ukraine.

In June 2005, UNAIDS also produced the report “The “Three Ones” Principles in Ukraine: Status, Opportunities, and Recommendations.” This report provided a brief assessment of the status of the Three Ones in mid-2005, and provided specific recommendations for their enhancement. The extensive consultations and analytical assessments conducted during the inception phase were chiefly informed by the results and recommendations highlighted in this report.

Assessment of institutional background for the Three Ones implementation

During the inception phase, one of the key tasks was to conduct a detailed analysis of the current situation and imperatives facing the Three Ones in Ukraine. The Project Team prepared the tools for this assessment, which included extensive inputs from the staff of UNAIDS Ukraine and the Three Ones unit with the UNAIDS Secretariat in Geneva. The initial phase of this assessment was performed by a team of seven Ukrainian experts, under the close supervision and support of the Project Team. The key results of this assessment were provided at the beginning of this Executive Summary, with the detailed results provided in Annex 1: Situation Analysis Report - Status and Imperatives for the “Three Ones” in Ukraine: Translating Principles into Results.

Survey on institutional strengths and areas for improvement for the AIDS response coordination

In order to give greater attention to the governance dimensions of the Three Ones, DFID also suggested that the Project also consider using the Common Assessment Framework (CAF). The CAF, which has been successfully used as an instrument to facilitate public sector reform in the UK, was proposed by an external consultant to identify areas in which the Three Ones could identify areas for improvement and prioritize actions for the Project. Under guidance from the consultant, the project team developed a Modified CAF to assess the requirements and priorities for effective coordination and implementation of the Three Ones Principles in Ukraine. The tool was used to solicit feedback from 48 national stakeholders, which are listed in Annex 3. Over 60 participants representing the majority of national stakeholders subsequently participated in the Project’s stakeholders’ meeting in April 2006. At this meeting, the results of the situation assessments and the preliminary CAF results were reviewed by national stakeholders and a number of areas for improvement, including so-called ‘quick wins’ were identified as priorities for the Project. The detailed results of the CAF are provided in Annex 2: Modified Common Assessment Framework Tool (CAF), and the results of the Consultation Meeting are included in Annex on selection of Areas for Improvement for the mechanism coordinating AIDS response in Ukraine.

The CAF assessment highlighted a set of nineteen key priorities for possible attention through this Project. These included seven priorities related to the *One agreed AIDS action framework*, including:

- FW1 Facilitation of the revision of the National AIDS Strategy and Programme
- FW2 Development of a joint strategy on communication
- FW3 Facilitate effective result-oriented and evidence-based National AIDS Programme design and planning

- FW4 Development of an annual workplan and a budget for the National AIDS Programme
- FW5 Development of a website for the National HIV/AIDS Programme in Ukraine
- FW6 Focus NCC agenda on the National AIDS Programme
- FW7 Harmonize and align plans and tasks of the partner institutions

The CAF assessment highlighted the following seven priorities related to the *One national AIDS coordinating authority*, including:

- CA1 Promotion of HIV/AIDS partnership institutionalization at country level
- CA2 Development of clear regulations for NCC and regional coordination councils
- CA3 Strengthen the rules and procedures for key processes necessary for efficient governance of HIV/AIDS
- CA4 Coordination of efforts and pooling of resources
- CA5 Strengthen competences and capacity of elected NCC members and staff
- CA6 Establish a sustainable mechanism for the financial support of the NCC Secretariat
- CA7 Conduct regular HIV/AIDS partnership self-assessments and assessments of the performance of the national coordination authority

The CAF assessment also highlighted the following five priorities related to the *One national system for monitoring and evaluation*, including:

- ME1 System should reflect the contributions of all partners and enhance national leadership in coordination of M&E activities
- ME2 Monitoring and strategic planning for human resources needs and availability
- ME3 Support establishment of a national M&E entity
- ME4 Revise the national M&E plan and support the national M&E reference group
- ME5 Assess the cost of HIV/AIDS activities and conduct AIDS spending assessments

Section 6, the Logical Framework: National Capacity Building for the Implementation of the Three Ones Principles for Ukraine, outlines the key activities the Project will implement and the expected results. Informed by the results of the other assessments conducted prior to the Project, the logframe was developed by the Project Team in order to specifically reflect the key imperatives and priorities facing the Three Ones. As such, the logframe represents the synthesis of the results of the situation analysis and the results of the CAF. While the logframe does not purport to address all of the priorities and imperatives facing the Three Ones in Ukraine, the Project Team specifically aimed to include those activities that meet the following criteria:

- the objectives and related activities will make a substantial contribution toward the achievement of the Three Ones in Ukraine;
- the objectives and related activities are specifically supported as a priority, based on the situation analysis and the CAF priorities, as identified by the stakeholders;
- the objectives and related activities can be meaningfully achieved, subject to the Project's financial and time-bound limitations.

Based on these three criteria, the Project identified the following key outputs:

Project Outcome 1: Strengthened national HIV and AIDS framework that is prioritized, costed with workplans and targets

CHALLENGES	PLANNED OUTPUTS
lack of analysis on National AIDS programme implementation to date	Conduct mid-term evaluation of National AIDS Programme, with results used for development of new evidence-based, results-oriented National and Regional AIDS Programmes
insufficient effectiveness of the HIV and AIDS monitoring system	Development and endorsement of national plan for Monitoring & Evaluation of AIDS
	Support for National AIDS Spending Assessments (NASA) in Ukraine, including consultant time, training, meetings, and

	publications
	Annual Support for National Conference on Monitoring & Evaluation in Ukraine
incompatibility of the current National AIDS strategy with national regulations on programme-oriented planning and management as well as with international approaches to programme planning and management	Develop structure and content of new National AIDS Framework, which will include either new National AIDS Programme, or revision of current National AIDS Programme

Project Outcome 2: Strengthened capacity of a national AIDS coordination authority with broad based multisectoral support and technical capacity for co-ordination, planning, programme management and financial management, monitoring and evaluation, resource mobilization, financial tracking and strategic information management

CHALLENGES	PLANNED OUTPUTS
insufficient technical capacity and institutional background of the NCC	Support for functioning of the National Coordination Council and its Secretariat, including funding for meetings, translation, dissemination of NCC information, and limited staff support
insufficient technical capacity and institutional background of existing M&E facilities	Support for Establishment and Capacity Building of National Unit for Monitoring & Evaluation of AIDS: Project support to include technical resources (office equipment, computers), and training / capacity building
	Establishment of national M&E reference group: Project support to include meetings, travel for participants, and printing costs)

Project Outcome 3: Enhanced partnership and capacity of government and civil society to ensure meaningful engagement of people living with HIV and civil society organizations in the application and implementation of the Three Ones in Ukraine

CHALLENGES	PLANNED OUTPUTS
lack of information on HIV/AIDS and management training needs of elected members and recruited staff of the NCC	Assessment of HIV/AIDS and management training needs of elected members and recruited staff of the NCC followed by development of generic and individual training curricula.
insufficient effectiveness of capacity building interventions	Support for national coordination training and capacity building activities

Project Outcome 4: Strengthened capacity of the UNAIDS country office able to effectively promote and contextualize the “Three Ones” principles in Ukraine

CHALLENGES	PLANNED OUTPUTS
lack of capacity for collection and dissemination of targeted information	Communications and best-practices officer (to focus on support for communications, mass media, and dissemination of information)

Section 7 describes the methodology used for the development of the stakeholder analysis, which is included in Annex 6. The stakeholder analysis identified over 50 key national stakeholders,

grouped in the following eight categories: Government, UN agencies, bilateral institutions, national NGOs, international NGOs, coordination structures, external development partners, and individuals. The Project aims to consider the different views, expectations, and commitments of these various stakeholders in order to ensure that the Project engages that maximum number of stakeholders as participants in the process of strengthening the Three Ones in Ukraine.

Section 8 of the report outlines the project management structure in terms of roles and responsibilities and management of project funds. As proposed at the outset of the Inception Phase, the day-to-day management of the project will be performed by the Project Office established within UNAIDS Ukraine. Project funds will continue to be administered by the Donor Relations Department at UNAIDS Geneva, with funds managed in country by the Project Office via the UN Resident Coordinator Fund. It is also envisaged that the Project performance will be overseen by a Project-specific Steering Committee, which will include key multi-sectoral representatives to be established within a one month of the start of the Implementation Phase. As proposed by the Project's reporting requirements, it is planned that the Project will proceed to the Implementation Phase immediately upon formal acceptance of this Inception Phase by DFID.

Finally, the report contains a series of detailed annexes that include the instruments and the extensive results of the situation analysis conducted during the Inception Phase. It is expected that these instruments and the results of the extensive research conducted during the Inception Phase will continue to be analyzed and guide the implementation of the Project in the Implementation Phase. The Project also intends to make relevant parts of this report and annexes available for external dissemination, and will advocate for the extensive and strategic use of this information in the implementation of activities related to the Three Ones beyond the scope of this Project.

Project Partnerships and Collaboration:

The overall estimate for the Programme component during the Implementation Phase of the Project amounts to USD 402,500.00. Based on this estimate it is assumed that outputs to be delivered in the framework of this Project will serve a catalytic, however, limited role for institutionalization of principles and practices of harmonization and alignment among all stakeholders in Ukraine. The Project team will seek for every opportunity to build partnerships, synergize efforts and attract additional technical, in-kind and financial resources for scaling up the impact of project activities. This is particularly important for such time-consuming and resource-intensive interventions like evaluation of the National AIDS Programme, development of the new structure and content of the National AIDS Programme in the next planning cycle, building technical and managerial capacity of national coordinating authorities, and establishment of the national centre for monitoring and evaluation. In order to enhance the scope of activities in support of the Three Ones, the Project will also explore resource mobilization opportunities through the cooperation with the European Commission, GTZ, the Global Fund and other bilateral and multilateral donor agencies.

The project will also rely heavily on support and coordination with key partners such as UNAIDS co-sponsors, USAID, the Global Fund and other external agencies that support national response. The project also aims to contribute to a more conducive environment for supporting common goals of key partners. In this respect, UN agencies working in country within the framework of United Nations reform have collected substantial experience in building and implementing joint programmes on AIDS. The Project will draw on the experience of piloting the Three Ones principles within the UN constituency to allow dissemination of this experience to other stakeholders and to NCC.

The project also expects to benefit from close cooperation with USAID and its subcontractors, such as Health Policy Initiative (HPI), who are supporting regional authorities and regional AIDS coordinating councils to build their capacity on development and implementation of HIV/AIDS programmes. As the resources of the UNAIDS/DFID project make feasible only interventions at the level of the national government, cooperation with HPI may provide a mechanism to ensure successful models at the national level are disseminated at the regional level.

Special attention will also be paid to collaboration with the Global Fund as well as World Bank. As major contributors to the national AIDS Programme in Ukraine, these donor agencies have significant influence on both shaping an effective AIDS response at country level and positioning of various national and international stakeholders regarding the scope and scale of AIDS interventions, coordination of activities, monitoring and evaluation of results. These donor agencies are well positioned to contribute substantially to building a more favorable political environment for enhancing the Three Ones Principles in Ukraine. These donor agencies also share interest in the success of this Project, particularly in view of the World Bank's commitment to unfreeze its suspended \$61 million WB loan, as well as for GF potential support for the smooth and rapid implementation of the NCC's \$151 million proposal to the its 6th Round Call for Proposals.

Based on the existing practice of inclusive intersectoral collaboration of various HIV/AIDS stakeholders in Ukraine, the Project will also aim to support the following objectives:

- 1) foster involvement of civil society and particularly people living with HIV into activities aimed at ensuring comprehensive and effective national response to AIDS;
- 2) strengthen the commitment of international partners to follow national priorities and needs while providing assistance to the country;
- 3) build the capacity of state institutions at the national and regional levels regarding development of an effective and sustainable programme of AIDS prevention, treatment, care and support.

The analysis performed during the inception phase indicated significant progress in recent years at national level in all the above aspects. At the same time, the analysis showed that the main challenge for further success is related to the continued poor capacity of central and local governments to demonstrate system-wide, result-oriented and evidence-based leadership, including strategic and operational planning, coordination of government institutions with other national and international partners, monitoring and evaluation of the progress towards national priorities and international commitments such as Millennium Development Goals, Declaration of Commitment etc. Thus, the project will focus on building more supportive environment and delivery of technical assistance to the Government of Ukraine concerning the revision of the current and development of the new National AIDS Programme, based on the principles of programme-oriented planning and management, defined by the national legislation; strengthening the leading role of the Government in the NCC; raising the performance profile of the NCC; establishment of the unified system for monitoring and evaluation.

The project will also render assistance to the Government of Ukraine in the collection and processing of the information on available and potential resources of the national and local budgets, existing human and material resources to be mobilized for achievement of the National AIDS programme goals and priorities. It will also provide training on effective strategic and operational planning based on assessment of country needs and national priorities.

In order to address the challenge of constant changes of key government counterparts, the Project envisages more active involvement of mid-level government officials into the process of strategic analysis and operational planning as well as support for programme-oriented management. This approach will help making the process of the evaluation, revision and development of the national AIDS Strategy and Programme more transparent, evidence-based, adjusted to the needs of clients, and grounded in rules and procedures defined by legislation rather than on the subjective opinions of key partners.

The project will also promote the wider engagement of stakeholders from all sectors in the decision making process, as well as to the monitoring and evaluation of the comprehensive national response to AIDS in Ukraine. This approach will contribute to strengthening independency of key stakeholders and thus foster the gradual redistribution of stakeholders on stakeholder map (ref. Annex 7). It is planned that Partners having low levels of commitment for harmonization and alignment and/or low potential for influencing development, implementation and management will

gradually have a greater appreciation of and commitment to harmonization and alignment in support of one national response to AIDS in Ukraine.

Conclusion

This report represents the result of extensive analysis and consultation with national partners on how best to prioritize activities to strengthen the Three Ones Principle in Ukraine. While the process has proven to be more time-consuming than earlier planned, UNAIDS is confident that the results proposed in this initiative will make a decisive contribution to building the Three Ones in Ukraine. The report is the result of extensive contributions from a variety of national stakeholders, who expressed cogent views and extensive support for this initiative throughout the Inception Phase. UNAIDS recognizes their invaluable contributions and looks forward to their continued support and guidance during the forthcoming process of Project Implementation.

Subject to the official approval of this report from DFID, it is also planned that the relevant components of this report and its key finding will be disseminated quickly and extensively among the key stakeholders in Ukraine and beyond to enhance support for the Project's specific outcomes and activities. However, this report also demonstrates that the imperatives facing the Three Ones in Ukraine far exceed the time and resources available to this Project. For the Three Ones to be implemented fully, more extensive support, resources and time will be required. Nevertheless, the Three Ones are finally within reach, and with the generous support of DFID, the Three Ones in Ukraine will be translated into reality.



NATIONAL CAPACITY BUILDING FOR THE IMPLEMENTATION OF THE THREE ONES PRINCIPLES IN UKRAINE

INCEPTION PHASE REPORT

Prepared by:

The Joint United Nations Joint Programme on HIV/AIDS (UNAIDS) in Ukraine

Prepared for:

UK Department for International Development (DFID)

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LIST OF ABBREVIATIONS

AFI	Areas for Improvement
ART	Antiretroviral therapy
CAF	Common Assessment Framework
CCA	Common Country Assessment
CCM	Country Coordination Mechanism
CFATM	The Global Fund to Fight AIDS, Tuberculosis and Malaria
CSO	Civil society organization
DFID	The UK Department for International Development
EC	European Commission
GTT	Global Task Team
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immunodeficiency Syndrome
HR	Human Resources
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MOU	Memorandum of Understanding
NCC	National Coordination Council
NGO	Nongovernmental organization
PAF	Programme Acceleration Fund
TACIS	Technical Assistance for Commonwealth Independent
TB	Tuberculosis
ToR	Terms of Reference
UN	United Nations

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1. PROJECT BACKGROUND

1.1 INTRODUCTION

The Three Ones Principles for concerted AIDS action at country level have been recognized by international organizations and national governments as the guiding principles to ensure effective coordination of national responses to HIV/AIDS. Initially presented by the Joint United Nations Programme on HIV/AIDS (UNAIDS) at the International Conference on AIDS and STIs in Africa (ICASA) in 2003, the Three Ones principles were endorsed in Washington D.C. on 25 April 2004, by UNAIDS major bilateral donors, UNAIDS cosponsors, other key international organizations and national governments, to reinforce the commitment of international stakeholders to coordinate contributions to the HIV/AIDS epidemic at the national level. Specifically aimed to ensure effective and efficient use of resources and deliver measurable results, the Three Ones principles were defined as follows:

- one agreed AIDS action framework that provides the basis for coordinating the work of all partners
- one national AIDS coordinating authority with a broad-based multi-sectoral mandate
- one agreed country level monitoring and evaluation system

At the national level, the Three Ones principles aim to strengthen national leadership and ownership, to promote country-led coordination of the efforts at the national level in an inclusive and transparent manner, and to achieve the most effective and efficient use of HIV/AIDS-related resources (i.e. avoid duplication and fragmentation of resources) through improvement of national coordination to achieve measurable results.

Based on the decision of the UNAIDS Programme Coordinating Board in June 2005, the UNAIDS Secretariat was tasked to continue to lead the process of building capacity and political support for the implementation at country level of the Three Ones. Subsequently, a series of international consultations and agreements, such as the report of the Global Task Team and the World Summit have reaffirmed that strengthening coordination, alignment and harmonization in the context of the Three Ones principles is essential for rapid scale up of the AIDS response

1.2 GOAL, PURPOSE AND EXPECTED OUTCOMES OF THE PROJECT

Following the global commitment of the UK Department for International Development (DFID) to support UNAIDS in the implementation of the Three Ones, in early-mid 2005, DFID and UNAIDS negotiated the terms of reference for a project in support of the Three Ones in Ukraine. The MOU and Project Document, signed by both DFID and UNAIDS in June 2005 (annex 10), defines the objective of the project as follows:

to assist the Government of Ukraine in averting a wide-scale HIV epidemic by implementing a coordinated response to HIV/AIDS, based on the "Three Ones" principles:

As stated in the Project Document, the “national level project proposes to develop a flexible funding mechanism in support of the “Three Ones” principles. The main outputs of the project are expected to be:

- strengthened capacity of a national AIDS coordination authority with broad based multisectoral support and technical capacity for co-ordination, planning, programme management and financial management, monitoring and evaluation, resource mobilization, financial tracking and strategic information management;
- strengthened national HIV and AIDS framework that are prioritized, costed with workplans and targets;
- strengthened capacity of the UNAIDS country office able to effectively promote and contextualize the "Three Ones" principles in Ukraine; and

- enhanced partnership and capacity of government and civil society to ensure meaningful engagement of people living with HIV and civil society organizations in the application and implementation of the Three Ones in Ukraine.

This report constitutes the preliminary project document and inception phase report, as specified in point 9 of the Project Document in the MOU. As the process of stakeholder consultation during the Inception Phase is still underway, it is expected that this report will be finalized in coming weeks to reflect these results. It is planned that the final detailed project document and inception phase report will be submitted to DFID by the end of May 31, 2005.

1.3 PROJECT TIME-FRAME

The duration of the Project is two years, which is divided into two phases. The initial Inception Phase, during which processes of stakeholder analysis and consultation are used to identify and prioritize key components of the Project, and an Implementation Phase, when these Project components are implemented according to a detailed project document endorsed by DFID. During the inception phase, the priority was on identifying and developing the scope of activities for the implementation phase in manner that reflects the views and commitments of national stakeholders to the Three Ones principles and this Project. The inception phase was initially planned to last for a period of three months, commencing July 2005. However, due to a number of obstacles, including the late start of the inception phase, the extended transfer and appropriation of the project funds from UNAIDS/Geneva to the UN Resident Coordinator System, the operationalization of administrative procedures and the hiring of local consultants, the timeframe for the Project was extended in consultation with DFID. The Inception Phase was extended up to the end of March 2006, and the Implementation Phase extended up to the end of September 2007.

2 CHALLENGES AND OPPORTUNITIES FOR IMPLEMENTATION OF THREE ONES PRINCIPLES IN UKRAINE

Ukraine has the most severe AIDS epidemic in Europe, with an estimated adult prevalence of 1.4%. As of the end of 2005, over 88,000 cases of HIV-infection were reported since the beginning of the epidemic, including 13,100 people who were diagnosed with AIDS, and over 7,500 people who died of AIDS since 1987. It is widely agreed that these figures represent only a portion of those currently living with HIV/AIDS in Ukraine. Based on the current national estimates, 377,000 people are currently estimated to be living with HIV-infection in Ukraine.

Following the UN Millennium Summit 2000, Ukraine adopted national targets for achievement of the Millennium Development Goals, which included the reduction of the rate of spread of HIV/AIDS by 13% by 2015. In the area of HIV/AIDS, Ukraine has also undertaken to achieve even more ambitious and specific targets, as specified in the UNGASS Declaration and the Dublin Declaration. In order to reach these targets, national efforts will have to be significantly increased, as the epidemiological situation continues to deteriorate at an alarming pace. Recent national consultations related to universal access to prevention, treatment, care and support indicate large and growing gaps between the increasing need for services, and their current quality and coverage. Although the provision of services has significantly improved in the last two years, due in large part to the rapid increase of resources and capacity building made available through the HIV/AIDS Programme supported by the Global Fund, the current national response to HIV/AIDS is still not having a measurable impact on the epidemic. Despite repeated attempts in recent years by the Government of Ukraine to address HIV/AIDS in a strategic and systematic manner, governmental

capacity to effectively lead and coordinate the national response to HIV/AIDS remains suboptimal when compared with extensive commitments of international donors to provide extensive resources to support Ukraine in addressing the growing magnitude of the epidemic.

Despite lack of sustained achievements in the area of coordination and national ownership on HIV/AIDS, the current situation represents a series of key opportunities to make further urgent progress towards achievement of the Three Ones in Ukraine:

- The Government has committed to strengthen its national capacity to address HIV/AIDS. A new Deputy Minister of Health responsible for HIV/AIDS, TB and Illicit Drug Control has been appointed by the Ministry of Health. Under the leadership of this Deputy Minister of Health, the Government is considering the establishment of a specialized State Committee on HIV/AIDS, Tuberculosis and Illicit Drug Control, which could be under the directly authority of the Cabinet of Ministers. The respective amendments to the Law on AIDS have already been reviewed by a second hearing of the Verkhovna Rada.
- The President of Ukraine issued a decree in December 2005 reaffirming the status of the National Coordination Council (NCC) as the leading body for the coordination HIV/AIDS in Ukraine. However, the NCC has not functioned since mid-2005, due to ongoing political changes in the Government of Ukraine. There is an urgent need to reactivate the NCC, and ensure that its policymaking and coordinative functions are successfully integrated with the executive management functions of the proposed State Committee on HIV/AIDS, Tuberculosis and Illicit Drug Control.
- The current National AIDS Programme is not consistent with the Three Ones principle of “one agreed AIDS action framework that provides the basis for coordinating the work of all partners,” and is in urgent need of revision. As this Programme will also expire in 2008, work needs to commence on the development of a new National AIDS Programme which is fully consistent with this Three Ones principle. Recent extensive and broad consultations regarding the development of the Roadmap on Universal Access prepared good ground for the revision of the National AIDS Programme the development of one national AIDS action framework that provides the basis for coordinating the work of all partners.
- The current HIV/AIDS Programme supported by a grant of \$92M from the Global Fund will also come to and end in 2008. With the majority of HIV/AIDS programmes in Ukraine currently supported through this Programme, Ukraine needs to urgently sustain the activities supported under this Programme, and explore means of securing additional resources to further expand the coverage of these services.
- The TB and HIV/AIDS Project, supported by a \$60M loan from the World Bank, has suffered from poor management and neglect from the Ministry of Health, which is responsible for its implementation. With about 2% of the loan having been spent to date, this Project was suspended by the World Bank, pending a revised commitment of the Government of Ukraine to use these resources in a timely and effective manner. Extensive assistance may be required to assist the Government of Ukraine to re-plan the implementation of the loan in close coordination with other programs and activities. The possible restructuring of the WB project provides additional room for harmonization and alignment of activities of governmental and non-governmental partners towards one agreed AIDS action framework.
- Current political and administrative reforms will likely result in a redistribution of power between the President, Cabinet of Ministers and Parliament so that the Cabinet of Ministers will be directly subordinated to the Parliament. The functional reintegration of the executive and legislative branches of power may streamline national processes and procedures for strategic and operational planning, budgeting, monitoring and evaluation, and thus strengthen governmental accountability. This would create favorable conditions for the development of a National AIDS Programme and

annual action plans, which are required for effective harmonization and alignment of national initiatives with the contributions of other development partners. At the same time the protracted political crisis and the instability of the Government present serious challenge for and might have an impact on the project which has governance as its core.

3 RISK MITIGATION FRAMEWORK

The risk environment of this project is shaped by the attempt to consolidate efforts of various national and international stakeholders from both governmental and non-governmental sectors to ensure effective and incremental AIDS response in an environment of suboptimal, if compare with social demands and international commitments, national ownership and leadership. Number of ongoing radical changes including transformation of political system, redistribution of power between the President and Parliament, replacement of the Cabinet of Ministers, anticipated administrative reform implying federalization of the country and shifting authorities from central to local Governments makes the situation particularly vibrant and unstable. Political instability has negative implications also for macro-economic development, affecting Government's commitment in the sphere of social development in general and with regard to curbing HIV and AIDS epidemic in particular.

Against a background of the Government leadership depreciation one can observe incremental mobilization of non-governmental and civil society organizations including PLHA. This development is greatly supported due to increasing inflow of financial and technical assistance from international development partners. This very desirable progress, however, aggravates imbalance between stagnating capacity building in the Governmental sector and growing potential in non-governmental one. In a long run this risk-factor compromises on both sustainability and comprehensiveness of the national AIDS response. Additional risk is caused by concentration of activities and therefore absorption of external technical and financial assistance in the capital for the expense of provinces where AIDS epidemic predominantly develops.

In light of the above said the improvement of intersectoral AIDS response coordination in line with the Three Ones Principles shall be considered as a mean of risk mitigation in itself, as outcomes of the initiative such as harmonization and alignment of various stakeholders imply mutual support and progress triggering. The situation analysis performed during the project inception phase revealed number of institutional strengths of the intersectoral AIDS coordinating mechanism evolving in Ukraine, including supportive legal environment for introduction of evidence-based and result-oriented development of the national AIDS strategic framework and relevant action plans, establishment of close links between goals and resource allocation for achieving them, development of social partnership and institutionalization of its governing mechanisms, public engagement into monitoring the results and evaluation of performance which are the pillars of the Three Ones principles. This advantage should also be used to confront attempts to impede or revert further progress in intersectoral coordinating mechanism development which come from those stakeholders who are afraid of sharing authority for goals and priority setting, strengthening transparency of resource allocation, accountability for fulfillment of made commitments.

In terms of risk management, a stakeholder analysis has been conducted through extensive interaction with potential players (UN agencies, government institutions, civil society). Maintenance of contacts with various stakeholders, ensuring broad participation of partners in decision making on project implementation strategy, paying particular attention to current opponents that might be converted into future proponents will be more an on-going approach than a one-off exercise, given the fast dynamics within the HIV environment. Responsiveness to the changing political and social context will be integral to the project approach. In relation to internal risk, sound project design, and M&E will avoid inconsistencies between means proposed and ends intendeds. Establishment of the Project Steering Group will also serve for mitigation of internal risks.

The following matrix comments on external risks.

Risk analysis and mitigation framework.

Major risk areas	Probability/Impact	Response
turbulent environment in the newly elected Parliament and new coalition Government detracts attention of senior politicians and Government officials	high/medium	not under direct programme control;
Insufficient buy-in by relevant partners from both government and non-government sectors	low/high	participatory approach to programme development; advocacy; more attention to Parliament members in view of changing role of the Parliament in the
Insufficient commitment to strengthening transparency and accountability for achievement of jointly established expected results	low/medium	Formal arrangements in place; joint planning, implementation and review; strengthening communication strategy
insufficient experience and lack of national capacity for evidence-based and result-oriented AIDS response planning and management	medium/medium	fostering culture of experience exchange between national and international partners working at country level; bringing external expertise when required;
anticipated change of the Cabinet of Ministers with subsequent reshuffling at lower levels of the administrative hierarchy	high/medium	the project shall concentrate efforts on improvement of processes and procedures as well as technical substance of project deliverables rather than on investment into individual capacity building of high officials; the capacity building needs of mid-level officials, representing the most sustainable tier of the administrative hierarchy, should be addressed most of all
the investment share for treatment activities prevails over one for preventive interventions; this jeopardizes the comprehensiveness of the National AIDS response and thus progress towards MDG achievement	high/medium	advocacy outside the health sector; engagement of key players from non-health sectors into joint coordination activities and development of AIDS interventions

concentration of AIDS efforts within health sector, law attention is paid to poverty alleviation and human rights promotion as means of breaking the vicious circle of root causes of AIDS epidemic development	low/high	the project shall facilitate mainstreaming AIDS into development agenda through National AIDS programme revision, UNDAF implementation and cooperation with bilateral agencies
competitive relationships between NCC and the MoH Committee on AIDS and other socially dangerous diseases	medium/medium	In initial phases, active position of civil society organizations may be explored; however, additional efforts will be needed to prevent over-reactive position of some NGOs having insufficient experience in dealing with government authorities.
being elected board the NCC relies on external secretarial and logistical support; current unavailability of this support transparency and integrity of NCC performance and thus commitment of development partners to recognize NCC as the joint coordination authority	high/medium	rendering secretarial support is needed to ensure NCC sustainability during transition period of new government formation and executive power institution restructuring; further efforts will be needed to mobilize government resources and external partner and create sound legal background for pooling and transparent use of shared resources

4 PROCESS OF CONSULTATION WITH COSPONSORS ON UNAIDS ROLE AND ADDED-VALUE ENHANCED WITH THE INSTITUTIONAL SELF-ASSESSMENT OF UNAIDS COUNTRY TEAM

The implementation of the Three Ones Initiative and the role of UNAIDS as the coordinating and implementing agent for this Project has been discussed with UN co-sponsor agencies in Ukraine on an extensive and consistent basis. Formal presentations and reviews of the Project concept were conducted at meetings of the UN Theme Group in 2005 before and after the Project MOU was signed with DFID. The role of the UNAIDS Secretariat and its added-value was also addressed at the Retreat of the UN Theme Group on HIV/AIDS in Ukraine, 27 January, 2006. In a recent review of the division of labour among UNAIDS co-sponsor agencies in Ukraine, it was agreed that overall responsibility for coordination of the Three Ones would remain with the UNAIDS Secretariat, with other UN agencies being engaged in the Project where relevant, based on their areas of expertise. The support of the cosponsors for the role and added-value of the UNAIDS Secretariat can be summarized as follows:

- UNAIDS is well positioned in Ukraine to engage the Government, national stakeholders, UN agencies and other international development partners to address the HIV/AIDS related MDGs with a view to customizing them in the country context and setting intermediate targets linking the MDG agenda with the short-term political horizon and agenda. At Government request UNAIDS provides guidance and technical assistance on AIDS strategy development and the National AIDS Programme revision and evaluation.

- UNAIDS in Ukraine has proven its consistent and competent approach to facilitating the process of MDG-driven HIV/AIDS strategy alignment at country level using the CCA/UNDAF as the point of entry and expanding it to joint planning of the UN Country Support Programme.
- UNAIDS has a unique mandate to draw on the collective UN knowledge reservoir to mainstream the social dimensions and cross-cutting issues of HIV/AIDS, such as equity, gender, social inclusion, poverty, human rights into the broad context of human and socio-economic development of the country. UNAIDS has comparative advantages in technical assistance delivery, HIV/AIDS advocacy, collecting and disseminating strategic information.
- UNAIDS has extensive past experience of facilitating multisectoral Expanded Theme Group on AIDS. Currently UNAIDS undertakes strengthening the functioning UN Theme Group on AIDS by establishing the new Joint Team on AIDS and promoting the consolidated UN Country Support Programme on HIV/AIDS.
- UNAIDS is a member of the Global Problem-Solving and Implementation Support Team (GIST) comprising high-level officials from multilateral organizations, national AIDS authorities and others; GIST helps the country to address urgent implementation issues, stimulate early diagnosis of technical support needs, ensure the deployment of UN support is well-coordinated.
- UNAIDS has an advantage to mediate and enhance dialogue with the Government and the country development partners in the process of supporting the development and revision of the national HIV/AIDS programme. In this respect, the UNAIDS cosponsoring agencies could play a central role as lead sources of technical expertise, if these contributions are successfully coordinated by UNAIDS
- UNAIDS, through the Programme Acceleration Fund (PAF) has an experience of creating incentives for co-sponsors to pursue partnerships where there are opportunities to match the technical capacities and comparative advantages of individual agencies for the benefit of joint expected result achievement.
- UNAIDS maintains the recognition of neutral and unbiased HIV/AIDS broker and thus can enhance communications between the UN agencies, government institutions at central and local levels, donors, NGOs and CSOs. UNAIDS is known as a strong advocate for civil society mobilization and particularly on strengthening the voice of people living with HIV/AIDS.
- UNAIDS maintains high class expertise in HIV/AIDS response strategic planning, monitoring and evaluation at both global and country level. The new format of UNAIDS Unified Budget and Workplan has been instrumental in moving both UNAIDS Secretariat and Co-sponsors towards result-based resource allocation and management. This is good opportunity for UN Country Team to lead the process of programmatic and financial M&E improvement by example.

INSTITUTIONAL SELF-ASSESSMENT OF UNAIDS COUNTRY TEAM

It was agreed by DFID and UNAIDS that parallel to the assessment focusing on the country mechanisms for a national coordination authority, strategic framework of action, monitoring and evaluation system an assessment focusing on UNAIDS internal organizational capacity to manage the Project effectively should be performed.

Such institutional self-assessment of UNAIDS country team was performed under the overall guidance and moderation of the consultant against each of the 5 CAF “Enabler” Criteria (see model diagram at Annex 2). Existing strengths and a total of 29 systemic Areas for Improvement (AFIs) were consolidated in the completed CAF matrix (Annex 5). It was then decided that it should be possible and not over-ambitious to address all of these during the anticipated 18 month time-frame

for the DFID funding of the Project. Accordingly, selected Areas for Improvement were then combined into two frameworks:

- Improvement initiatives, internal to UNAIDS Ukraine (group A)
- Improvement initiatives to address external issues (group B)

The suggested priority actions addressing the selected AFIs have been further analyzed to identify which of them might require some assistance from DFID (in the form of technical assistance/training, staffing, equipment or other resources). In the main, this assistance is likely to be inconsiderable, and many improvements can be made simply through a commitment to address these issues as a small organizational strengthening programme of designated priorities.

5 PROCESS OF CONSULTATION WITH GOVERNMENT AND OTHER STAKEHOLDERS TO SOLICIT FEEDBACK

5.1 PRECEDING ASSESSMENTS ON THREE ONES IMPLEMENTATION IN UKRAINE

The process of assessment and consultation during the Inception Phase has been closely guided by the results of the previous assessments conducted by UNAIDS in 2005. The first assessment, “Coordination Mechanisms for Responding to the HIV/AIDS Epidemic in Ukraine,” which was also supported by DFID, focused on capturing stakeholders’ knowledge and attitudes towards a common mechanism for coordination in the field of HIV/AIDS. That assessment concluded that key stakeholders must be well informed and supportive if an initiative to establish a single intersectoral structure for coordination was going to be successful. This report was crucial to inform the design of and support for the NCC. The full report is presented in Annex 1 to this Report.

The second assessment was completed in June 2005 by UNAIDS, under the guidance of a senior consultant on the Three Ones provided by UNAIDS Geneva. This assessment served to document the application of the Three Ones principles in Ukraine, and provide analysis and recommendations to help strengthen and focus support from the UN and other development partners. This assessment was performed using a Three Ones Status Assessment Tool (see Annex 9), developed specifically for this mission. The results of this assessment were summarized in a report, which outlines the main challenges and opportunities facing the Three Ones in Ukraine, and providing recommendations as to how to strengthen their short-term implementation at the national level (ref. Annex 8).

5.2 ASSESSMENT OF INSTITUTIONAL BACKGROUND FOR THE THREE ONES IMPLEMENTATION

To facilitate the research and consultations with stakeholders during the inception phase a team of local consultants was contracted. The scope of work and tasks for the group of local consultants that had been composed in January 2006 and agreed upon by DFID is described in the Terms of Reference presented at Annex 11. For an additional expertise in and assistance with governance and institutional development assessment, an international consultant was contracted. With assistance of the DFID Mr. Peter Reed, Bannock Consulting Ltd, (DAI Group) Principal Consultant has been selected against Terms of Reference (Annex 12).

Having reviewed and reconfirmed the relevance of findings and recommendations from the assessments performed earlier (see those outlined on p. 4.1) the group of local consultants together with the Project Management Team concentrated further inception phase analysis and communication on institutional shortcomings and capacity deficits that impede successful implementation of the Three Ones principles and thus effective national HIV/AIDS response. Under

the guidance of the Project Management Team, the group of local consultants has performed consultations with selected stakeholders, data collection and qualitative analysis on various institutional aspects of the Three Ones Principles implementation in Ukraine including:

- the existing composition of key contributors to the coordination of the national response to AIDS
- description of intra- and inter-sectoral coordination arrangements at country level that contribute to the effective and efficient response to AIDS
- NCC and its committees' strength, weaknesses, shortcomings and related risks
- legal, financial and administrative provisions for the National HIV/AIDS Program development, implementation, monitoring and evaluation
- compliance of the currently used key processes and procedures to the criteria of evidence- and needs-based AIDS strategy and program development; result-oriented implementation and management, transparent and reliable monitoring and evaluation system
- the role of civil society and private sector in the HIV/AIDS Program development, implementation and evaluation;
- major barriers to the establishment of one coordination mechanism sustained through national ownership and leadership.

Key findings and observations of this assessment aggregated into the Situation Analysis Report are presented at Annex 1.

5.3 SURVEY ON INSTITUTIONAL STRENGTHS AND AREAS FOR IMPROVEMENT FOR THE AIDS RESPONSE COORDINATION

Following the recommendation and methodological guidance of the international consultant the UNAIDS project team made efforts to adapt the generic institutional assessment tool like Common Assessment Framework (CAF) to specific conditions of the HIV/AIDS response coordination at country level. This effort was applied also in response to the GTT recommendation on development of a "Scorecard" type tool for assessing the status of harmonization and alignment of the AIDS response at country level. The Common Assessment Framework (CAF) was also suggested for long-term use for baseline and while-in-progress benchmarking of HIV/AIDS partnership institutional development.

Based on international expert recommendation, the Results and Scoring sections were excluded from CAF as this format of assessment was conducted for the first time in Ukraine. It was suggested, however, that CAF assessment should be used regularly to monitor and measure the progress compared against the results from the first CAF .

To facilitate exchange of opinions on perceived strengths and weaknesses of the current AIDS response coordinating mechanism, the initial list of Strengths and Areas for Improvement was developed on the basis of information obtained through desk review and key informants interviews during the period of January to March 2006. This pre-drafted version of CAF was sent to 48 key HIV/AIDS stakeholders in Ukraine, including governmental organizations, major national and international NGOs, bilateral and multilateral agencies. Stakeholders were offered to share their expert knowledge and on behalf of their institutions, review Strengths and Areas for Improvement proposed, comment on them, confirm whether they are correct, and add more if they consider it reasonable. In order to avoid miscommunication with respondents and ensure high quality of information, the Kiev International Institute of Sociology was hired to facilitate CAF completion process.

Finally, all the data collected from the respondents was aggregated into a long list of Strengths and Areas for Improvement (refer to Annex 2). To facilitate medium-term strategic planning in support of the Three Ones Principles, the long list of Strengths and Areas for Improvement had to be

converted into a short list of vital action priorities. For this purpose a series of consultations with stakeholders was conducted on April 27, 2006 as a two-staged process: first participants reconfirmed Strengths and Areas for Improvement and made changes, and then they chose “vital few” from each sub-criterion that are to become priorities for Three Ones in Ukraine. Finally Strengths and Areas for Improvement were approved and agreed upon, and consensus on vital priorities for Three Ones Project in Ukraine was reached. Outputs of the Stakeholder Consultation Meeting are summarized in the Annex 4.

6 EXPECTED OUTPUTS OVER THE 2-YEAR PERIOD

The outcomes of the Consultation Meeting were used for the Project Implementation Phase design and planning. For this purpose the priority areas of improvement suggested by stakeholder working groups have been merged into one list of priorities disaggregated according to the Three Ones Principles. By eliminating duplicating and overlapping suggestions from working group session the list of improvements has been converted into the following list of priorities:

Framework	
FW1	Facilitation of the National AIDS Programme revision through development of the vision, values, strategic and operational objectives shared by all partner organizations and aligned to their individual missions, mandates and programmes
FW2	Development of joint strategy on communication to all partners and wider society of the vision, mission, values, strategic and operational objectives adjusted to changes in external environment as an effective tool for resource mobilization
FW3	Facilitate effective result-oriented and evidence-based National AIDS Programme design and planning with due respect to assessment of client needs, existing capacity to deliver services (number of institutions, specialists etc.) as well as to risk and opportunity assessment
FW4	Development of annual workplan and budget for national AIDS programme, with mechanism for annual review against specific indicators and targets
FW5	Development of website for the National HIV/AIDS Programme in Ukraine providing, in particular, access to targeted resources for narrow segments of AIDS response at country level
FW6	Focus NCC agenda on setting up National AIDS programme goals and objectives to give direction on output and outcome targets for individual partners and allow balancing the interests and expectations of different stakeholders within the partnership
FW7	Harmonize and align plans and tasks of the partner institutions through division of labor and joint planning (reaching agreement and setting priorities, establishing time frames and an appropriate institutional structure) aimed at translating strategic and operational objectives of the partnership into plans and tasks of organizations, agencies, projects etc.
Coordinating Authority	
CA1	Promotion of HIV/AIDS partnership institutionalization at country level and organization of task-specific partnerships through development and implementation of joint projects at respective levels of the Coordination Authority
CA2	Consensus building among partners on development of clear regulation for NCC and RCCs as well ToR for their elected members to ensure that NCC-based coordination mechanism functions as one coordination authority for TB and HIV/AIDS partners (first of all and foremost for GFATM and WB), its structure and procedures ensure

	representation of sector-wide constituencies and ensure that voice of all stakeholders (their ideas, standpoints and suggestions) are heard through effective communications prior to and post-decision making.
CA3	Confirm through national legal instruments clear rules and procedures on key processes necessary for good HIV/AIDS governance including distribution of authority, responsibility, and accountability between partners; strengthen capacity (both institutional and in terms of competence) for putting regulations into action
CA4	Coordination of efforts and pooling of resources for national capacity building in result-oriented AIDS response management which is compliant with GFATM and other Development Partners recommendations on probity, transparency of and accountability for effective donor assistance absorption.
CA5	Strengthen competences of elected members and staff personnel at all levels of the Coordination Authority against generic competency frameworks to be developed and individual training needs to be identified
CA6	Establish a sustainable mechanism for NCC Secretariat financing supported by appropriate legal arrangements enabling external funding to supplement the State Budget allocation for the Secretariat.
CA7	Regular HIV/AIDS partnership self-assessments and assessment of the Coordination Authority performance (e.g. compliance with the One Authority Criteria) with stakeholders' inputs are needed
M&E	
ME1	The national system for M&E requires further development and consolidation to reflect the contributions of all partners and enhance national leadership in coordination of M&E activities.
ME2	Monitoring and strategic planning for HR availability and needs should inform development of national human resource development plan for HIV/AIDS
ME3	Support establishment of national M&E unit, with responsibility for coordination of system to facilitate regular access to and exchange of data, knowledge, strategic information, with a focus on standardized programmatic monitoring and reporting for HIV/AIDS among all partner organizations and institutions.
ME4	Revise national M&E plan and support national M&E reference group to systematize how data, research results and knowledge within organizations and institutions involved in HIV/AIDS is systematically analyzed and documented and disseminated and is used in strategic planning, and program monitoring.
ME5	Develop and sustain mechanisms for assessing the cost of HIV/AIDS activities and spending assessments (NASA) in a transparent manner to generate accurate estimates for needs and resource mobilization targets.

This list of outputs along with the results of the UNAIDS in Ukraine self-assessment were taken into consideration while designing Logical Framework of interventions for the Implementation Phase. Some outputs such as CA5 and ME2 were not included into the list of the project activities because they are fund consuming and require expertise which is not available in UNAIDS. Therefore these priorities were suggested for mobilization of additional resources and reaching agreement with external partners having experience and expertise in human resource assessment and management.

LOGICAL FRAMEWORK:

National Capacity Building for the Implementation of the Three Ones Principles in Ukraine

The Project Logical Framework grounds on findings and recommendations of the situation analysis performed during the inception phase (annex 1, pp 25-26, 46, 47-59) as well as on priority areas of improvement mutually defined by key AIDS stakeholders in Ukraine using the Common Assessment Framework tool (pp. XI-XII of the Inception Report). Those findings and recommendations have been regrouped around main challenges for achievement of expected results (outcomes) set forth in the Memorandum of Understanding concluded between the DFID and UNAIDS in June 2005 (annex 10):

Project Goal: to assist the government of Ukraine in averting a wide-scale HIV epidemic

Project Purpose: to support the government of Ukraine to implement a coordinated response to HIV and AIDS, based on the “Three Ones” principles.

Project Outcomes:

1. strengthened national HIV and AIDS framework that are prioritised, costed with workplans and targets;
2. strengthened capacity of a national AIDS coordination authority with broad based multisectoral support and technical capacity for co-ordination, planning, programme management and financial management, monitoring and evaluation, resource mobilisation, financial tracking and strategic information management;
3. enhanced partnership and capacity of government and civil society to ensure meaningful engagement of people living with HIV and civil society organizations in the application and implementation of the Three Ones in Ukraine.
4. strengthened capacity of the UNAIDS country office able to effectively promote and contextualise the “Three Ones” principles in Ukraine;

Project outcome 1. Strengthened national HIV and AIDS framework that is prioritized, costed with workplans and targets

Situation Analysis findings and recommendations	CAF priorities	Challenges
comprehensive evaluation of the national AIDS programme to be conducted in order to inform the revision of the national AIDS programme and the development of a revised National AIDS Strategy	FW1. Facilitation of the National AIDS Programme revision through development of the vision, values, strategic and operational objectives shared by all partner organizations and aligned to their individual missions, mandates and programmes	lack of analysis on effectiveness of the National AIDS programme implementation to date
comprehensive mapping of M&E partners and resources		
revision and formal adoption of the national M&E plan as part of the new national strategic plan for HIV and AIDS in Ukraine which should allocate at least 5% of total funding for support of national M&E activities	ME4. Revise national M&E plan and support national M&E reference group to systematize how data, research results and knowledge within organizations and institutions involved in HIV/AIDS is systematically analyzed and documented and disseminated and is used in strategic planning, and program monitoring.	insufficient effectiveness of the existing HIV and AIDS monitoring system
support for the institutionalization of NHA and NASA within the national M&E centre.	ME5. Develop and sustain mechanisms for assessing the cost of HIV/AIDS activities and spending assessments (NASA) in a transparent manner to generate accurate	

	estimates for needs and resource mobilization targets.	
Establishment of a mechanism for skills building on M&E including support for the National Conferences on M&E for HIV/AIDS in Ukraine	ME2. Monitoring and strategic planning for HR availability and needs should inform development of national human resource development plan for HIV/AIDS	
Bringing the National AIDS Programme into conformity with current needs, scale and character of the epidemic.	FW3. Facilitate effective result-oriented and evidence-based National AIDS Programme design and planning with due respect to assessment of client needs, existing capacity to deliver services (number of institutions, specialists etc.) as well as to risk and opportunity assessment	incompatibility of the current National AIDS strategy with national regulations on programme-oriented planning and management as well as with international approaches to programme planning and management
The legal status of the National Programme requires strengthening		
The need to harmonize national regulations determining strategic and operational planning.		
The need to ensure consistency and integrity of strategic and operational planning at every level of legislative and executive power.	FW7. Harmonize and align plans and tasks of the partner institutions through division of labor and joint planning (reaching agreement and setting priorities, establishing time frames and an appropriate institutional structure) aimed at translating strategic and operational objectives of the partnership into plans and tasks of organizations, agencies, projects etc.	
Mainstreaming AIDS into targeted governmental programmes addressing various aspects of social and economic development of the country.	CA1. Promotion of HIV/AIDS partnership institutionalization at country level and organization of task-specific partnerships through development and implementation of joint projects at respective levels of the Coordination Authority	
Lack of budgeted work plan based on national commitments and priorities	FW4. Development of annual workplan and budget for national AIDS programme, with mechanism for annual review against specific indicators and targets	

The following outputs are planned to address the above challenges

CHALLENGES	PLANNED OUTPUTS
lack of analysis on National AIDS programme implementation to date	Conduct mid-term evaluation of National AIDS Programme, with results used for development of new evidence-based, results-oriented National and Regional AIDS Programmes
insufficient effectiveness of the HIV and AIDS monitoring system	Development and endorsement of national plan for Monitoring & Evaluation of AIDS
	Support for National AIDS Spending Assessments (NASA) in Ukraine, including consultant time, training, meetings, and publications
	Annual Support for National Conference on Monitoring & Evaluation in Ukraine
incompatibility of the current National AIDS strategy with national regulations on programme-oriented planning and management as well as with international approaches to programme planning and management	Develop structure and content of new National AIDS Framework, which will include either new National AIDS Programme, or revision of current National AIDS Programme

Project outcome 2. Strengthened capacity of a national AIDS coordination authority with broad based multisectoral support and technical capacity for co-ordination, planning, programme management and financial management, monitoring and evaluation, resource mobilisation, financial tracking and strategic information management

Situation Analysis findings and recommendations	CAF priorities	Challenges
Widening representation of stakeholder groups in the AIDS response coordinating structures	CA2. Consensus building among partners on development of clear regulation for NCC and RCCs as well ToR for their elected members to ensure that NCC-based coordination mechanism functions as one coordination authority for TB and HIV/AIDS partners (first of all and foremost for GFATM and WB), its structure and procedures ensure representation of sector-wide constituencies and ensure that voice of all stakeholders (their ideas, standpoints and suggestions) are heard through effective communications prior to and post-decision making.	insufficient technical capacity and institutional background of the NCC
Improvement of regulations on stakeholder group representation in the NCC		
Harmonization of NCC’s mandate and terms of reference	CA3. Confirm through national legal instruments clear rules and procedures on key processes necessary for good HIV/AIDS governance including distribution of authority, responsibility, and accountability between partners; strengthen capacity (both institutional and in terms of competence) for putting regulations into action	
Development and adoption of Terms of Reference for elected NCC members		
Improvement of NCC decision making procedures	FW6. Focus NCC agenda on setting up National AIDS programme goals and objectives to give direction on output and outcome targets for individual partners and allow balancing the interests and expectations of different stakeholders within the partnership	
Revitalizing the NCC Secretariat and establishment of its sustainability	CA6. Establish a sustainable mechanism for NCC Secretariat financing supported by appropriate legal arrangements enabling external funding to supplement the State Budget allocation for the Secretariat.	
	CA7. Regular HIV/AIDS partnership self-assessments and assessment of the Coordination Authority performance (e.g. compliance with the One Authority Criteria) with stakeholders’ inputs are needed	insufficient technical capacity and institutional background of existing M&E facilities
establishment of a national centre or unit responsible for overall coordination and management of M&E in Ukraine, and ensure that is has the necessary technical resources to fulfill its mandate.	ME3. Support establishment of national M&E unit, with responsibility for coordination of system to facilitate regular access to and exchange of data, knowledge, strategic information, with a focus on standardized programmatic monitoring and reporting for HIV/AIDS among all partner organizations and institutions.	
establishment of a seprate national M&E reference group with clear terms of reference, a formal membership, and regularly scheduled meetings		
CRIS or an equivalent national data management system be carefully evaluated for national scale-up.	ME1. The national system for M&E requires further development and consolidation to reflect the contributions of all partners and enhance national leadership in coordination of M&E activities.	
development of standardized national system for programme reporting		

The following outputs are planned to address the above challenges

CHALLENGES	PLANNED OUTPUTS
insufficient technical capacity and institutional background of the NCC	Support for functioning of the National Coordination Council and its Secretariat, including funding for meetings, translation, dissemination of NCC information, and limited staff support
insufficient technical capacity and institutional background of existing M&E facilities	Support for Establishment and Capacity Building of National Unit for Monitoring & Evaluation of AIDS: Project support to include technical resources (office equipment, computers), and training / capacity building Establishment of national M&E reference group: Project support to include meetings, travel for participants, and printing costs)

Project outcome 3. Enhanced partnership and capacity of government and civil society to ensure meaningful engagement of people living with HIV and civil society organizations in the application and implementation of the Three Ones in Ukraine

Situation Analysis findings and recommendations	CAF priorities	Challenges
Shortage of human resources and capacity to ensure adherence to statutory procedures. Insufficient use of best international standards and practices in strategic and operational planning.	CA5. Strengthen competences of elected members and staff personnel at all levels of the Coordination Authority against generic competency frameworks to be developed and individual training needs to be identified	lack of information on HIV/AIDS and management training needs of elected members and recruited staff of the NCC
	CA4. Coordination of efforts and pooling of resources for national capacity building in result-oriented AIDS response management which is compliant with GFATM and other Development Partners recommendations on probity, transparency of and accountability for effective donor assistance absorption.	insufficient effectiveness of capacity building interventions

The following outputs are planned to address the above challenges

CHALLENGES	PLANNED OUTPUTS*
lack of information on HIV/AIDS and management training needs of elected members and recruited staff of the NCC	Assessment of HIV/AIDS and management training needs of elected members and recruited staff of the NCC followed by development of generic and individual training curricula.
insufficient effectiveness of capacity building interventions	Support for national coordination training and capacity building activities

* Strengthening of leadership, management and technical skills of elected members and recruited staff of the National Coordination Council to be harmonized with the expanded programme of the national capacity building in the area of HIV and AIDS are the most needed, however, the most fund and time consuming activities in the framework of the Three Ones implementation in Ukraine. It is therefore envisaged that this project will play catalytic role and allow development of the generic training and assessment tools which will help identification of actual needs and mobilization of additional domestic and external resources for coordinated and cost-effective capacity-building programme development.

Project outcome 4. Strengthened capacity of the UNAIDS country office able to effectively promote and contextualise the “Three Ones” principles in Ukraine

Situation Analysis findings and recommendations	CAF priorities	Challenges
Establishment of a centralized information resource containing a mechanisms for data and research dissemination at the regional level where the results of behavioural research and other special studies are made publicly available	FW2. Development of joint strategy on communication to all partners and wider society of the vision, mission, values, strategic and operational objectives adjusted to changes in external environment as an effective tool for resource mobilization	lack of capacity for collection and dissemination of targeted information
data use plan should be developed as a key component of the revised national M&E plan and inthe National Strategy for HIV and AIDS, and includes indicators that monitor the use of M&E data		
comprehensive strategy for data dissemination be included in a revised national M&E plan, and that one of the objectives of this strategy should be to increase governmental leadership and responsibility for the timely and transparent dissemination of quality M&E data.	FW5. Development of website for the National HIV/AIDS Programme in Ukraine providing, in particular, access to targeted resources for narrow segments of AIDS response at country level	
UNAIDS Office CAF assessment (annex 5)		
Communication of the UNAIDS Country office annual report to national and international partners should be planned and procedures for public reporting fixed		
Tools for systematic gathering, updating and packaging of strategic information are to be adapted and used semi-annually (for 3 Ones and other activities)		
Communication of decisions could be improved with better and more structured feedback to stakeholders, perhaps through joint retreats, annual reporting meetings etc.		
With the Three Ones Coordination mechanisms in place communications could be improved through UNAIDS Country Office / Three Ones having the capacity to develop and maintain web-space – (see 4.3. above). This requires control of content and access etc.		
Establishment of a joint information centre – perhaps eventually a shared web-space where all can place papers, requests, information etc. would be beneficial; UNDP’s Information Centre and web-pages could possibly be used for this.		

The following outputs are planned to address the above challenges

CHALLENGES	PLANNED OUTPUTS
lack of capacity for collection and dissemination of targeted information	Communications and best-practices officer (to focus on support for communications, mass media, and dissemination of information)

	Narrative summary	Verifiable indicators	Means of verification	Assumptions	Duration	Budget breakdown	Output totals
Outcome 1	Strengthened national HIV and AIDS framework that is prioritised, costed with workplans and targets						\$174 000
output 1.1	Conduct mid-term evaluation of National AIDS Programme, with results used for development of new evidence-based, results-oriented National and Regional AIDS Programmes	Number of state authorities and CSO leaders trained in evaluation of NAP; plan for harmonization of all partners under revised NEP developed; evaluation completed; results of evaluation used by National M&E unit in national M&E database; results used for revision of existing NAP and development of new NAPs (national and regional)	National consultants hired; number of meetings organized; evaluation report with recommendations prepared	Government of Ukraine establishes working group for evaluation of National AIDS Programme; legal basis provided for conducting evaluation	September 2006 - September 2007 (12 months)	\$50,000 (consultants \$10,000; meetings \$10,000; travel \$15,000; printing and translation \$10,000; communications \$5,000)	\$50 000
output 1.2	Develop structure and content of new National AIDS Framework, which will include either new National AIDS Programme, or revision of current National AIDS Programme	Number of partners whose contributions and programmes are reflected in new framework; inclusion of annual workplans, with targets and budgets; status of framework and NCC/government endorsement	Reports of working group meetings on development of framework; analysis of framework	Government of Ukraine agrees to revision of National AIDS Programme / development of new framework	September 2006 - September 2007 (12 months)	\$25,000 (consultants \$5,000; meetings \$5,000; printing and translation \$5,000)	\$25 000
output 1.3	Support for National AIDS Spending Assessments (NASA) in Ukraine, including consultant time, training, meetings, and publications	Development of NASA analysis for 2005; Staff at M&E Unit trained on NASA; National guidelines for NASA developed and endorsed	NASA reports prepared and disseminated for 2005 and 2006; staff responsible for NASA at National M&E unit	GoU formally supports NASA and endorses NASA protocol; national M&E unit is established	September 2006 - September 2007 (12 months)	\$30,000 (incl: consultants \$15,000; training \$5,000; meetings \$5,000; printing \$5,000)	\$30 000
output 1.4	Annual Support for National Conference on Monitoring & Evaluation in Ukraine	Number of participants; number of regions represented; number of sectors represented; conference recommendations adopted in workplan of M&E unit	No. of abstracts submitted; list of participants; conference report	Co-financing is provided by Alliance, with additional support sought from other sources	September 2006 (3 days); September 2007 (3 days)	\$30,000 for each year x 2 years	\$60 000
output 1.5	Development and	National M&E plan	National M&E	National M&E	September	\$15,000	\$9 000

	endorsement of national plan for Monitoring & Evaluation of AIDS	developed; plan endorsed by NCC; plan approved by GoU	plan developed; plan endorsed by NCC; plan approved by GoU	unit is established and functioning; MERG is established and functioning	2006 - September 2007 (12 months)	(incl: consultants \$3,000; meetings \$3,000; printing \$3,000)	
Outcome 2	Strengthened capacity of a national AIDS coordination authority with broad based multisectoral support and technical capacity for co-ordination, planning, programme management and financial management, monitoring and evaluation, resource mobilisation, financial tracking and strategic information management (NA 2)						\$96 000
output 2.1	Support for functioning of the National Coordination Council and its Secretariat, including funding for meetings, translation, dissemination of NCC information, and limited staff support	Number of NCC meetings supported; number of documents translated and disseminated; number of staff at Secretariat supported	Reports of NCC meetings; Reports of working group meetings on development of framework; analysis of framework	NCC is preserved by GoU; agreement reached with other donors on cost-sharing	September 2006 - September 2007 (12 months)	\$60,000 (various)	\$60 000
output2. 2	Support for Establishment and Capacity Building of National Unit for Monitoring & Evaluation of AIDS: Project support to include technical resources (office equipment, computers), and training / capacity building	Number of staff supported; unit functional; proven track-record in coordinating process of data collection and analysis	M&E meetings organized by unit; M&E reports prepared by unit;	GoU formally establishes unit; Co-financing for salaries is provided by other sources / cost-sharing by Alliance	September 2006 - September 2007 (12 months)	\$30,000 (incl: computers \$8,000; printer \$2,000; telephone system \$1,000; furniture \$2,000; training \$7,000; meetings \$5,000; printing \$5,000)	\$30 000
output 2.3	Establishment of national M&E reference group: Project support to include meetings, travel for participants, and printing costs)	National reference group established; number of members; number of meetings	National M&E group established; number and frequency of meetings; number of members	National M&E unit is established; support of NCC for reference group	September 2006 - September 2007 (12 months)	\$6,000 (incl: meetings (incl. travel) \$3,000; printing \$3,000)	\$6 000
Outcome 3	Enhanced partnership and capacity of government and civil society organizations in the application and implementation of the Three Ones in Ukraine						\$62 500
output 3.1	Strengthen competences of elected members and staff personnel at all levels of the Coordination Authority against generic competency frameworks	Generic framework of core competences is developed; Number of collected individual training need reports; number of collected individual plans for	project reports	additional resources are attracted to enable training activities	September 2006 - September 2007 (12 months)	\$40,000 (trainings \$30,000; consultants \$5,000; printing and translations \$5,000)	\$20 000

[illegible][illegible]

7 STAKEHOLDER ANALYSIS

For the stakeholder analysis a simple matrix concept was expanded into the spreadsheet which is attached at Annex 6. The matrix prompts consideration of each stake holder's Needs, Influence, and perceived Commitment to Three Ones Principles in action, together with UNAIDS remarks and evidence where necessary. As many as 56 key stakeholders were identified and grouped under the following headings: Government, UN agencies, bi-lateral institutions, national NGOs, international NGOs, coordination structures, external development partners, individuals

They were then mapped on a simple 9-box matrix to show their relative positions in respect of influence and commitment. In simplistic terms the use of this in practice is that it indicates whom to mobilize for potential Quick Wins and the building of momentum for the project (High influence, High Commitment), whom to engage and support with capacity building where possible (High Commitment, Low Influence), and whom to engage with dialogue, lobbying, awareness raising, and incentives (High Influence, Low Commitment).

8 PROJECT MANAGEMENT IN TERMS OF ROLES AND RESPONSIBILITIES AND MANAGEMENT OF THE PROJECT FUNDS

8.1 IMPLEMENTATION MANAGEMENT

The day-to-day management and control of the project implementation will be performed by the Project Office comprising Project Operational Manager and Project Assistant. Dr. Yuriy Subbotin and Ms. Anna Aseeva have been appointed the above positions respectively. The Project Office staff will be backstopped by the core UNAIDS office staff led by the UNAIDS Country Coordinator who will ensure overall supervision of the project implementation as well as of the project staff performance. UNAIDS Office in Geneva will be responsible for strategic monitoring and evaluation of the project and its integration to the regional scope. UNAIDS Office in Geneva will also be a source of external consultants and advisors.

8.2 FINANCIAL AND ADMINISTRATIVE MANAGEMENT

Project funds will be administered by the Donor Relations Department at UNAIDS Geneva Office. Transfer of funds to country level will be made through the UN Treasury and UN Resident Coordinator Fund. Transferred funds will be recorded in the global UNDP accounting system (Atlas). According to procedures established by the UNDP Business Center in Ukraine the project fund disbursements will be effective when payment requests issued by the Project Operational Manager are countersigned by UN Resident Coordinator if compliant to the approved annual work plan and the UNDP Business Center Manager if compliant to UN regulations. Procurement of commodities and services for the amount of USD 1,000.00 and above will require bidding procedures; if amount exceeds USD 2,500.00 tender should be applied. Recruitment of staff and consultants will be ensured through UN Business Center HR Office against UN recruitment policy and guidelines.

8.3 STEERING COMMITTEE

The Project Steering Committee will be established in one month once implementation phase is released. Presumably the Steering Group will consist of the UNAIDS Country Coordinator, UNAIDS Project Operational Manager, UNAIDS Advisor on Monitoring and Evaluation, UNAIDS Advisor on Social Mobilization, DFID Programme Manager, DFID Deputy Programme Manager, UN Theme Group Chairman, UNDP Representative, key national partners, including representatives of the Department on AIDS, Tuberculosis and Illicit Drug Control, Ministry of Health (or equivalent in case of replacement), Ukrainian AIDS Center (or equivalent in case of

replacement), and the representative of the Network of people living with HIV/AIDS. Following the experience gained by the UNAIDS through establishment of the multi-stakeholder working group on Universal Access the establishment of the Steering Committee will have to be endorsed by the Cabinet of Ministers. The Steering Committee will be gathering quarterly to assess project performance, fix critical issues, analyze risks and opportunities for the project implementation. The Project Office will provide logistical and secretarial support to the Steering Group.

8.4 REPORTING

Project Office will prepare progress reports every six months and a project completion report one month before project end date. The progress reports will contain information about the financial, physical and managerial status of the project. Project reports will be prepared for DFID, UNAIDS Geneva and Government beneficiary agency perusal.